



# The IGUANA

Volume 16, No. 16

Aug. 6, 2004



*Running  
for  
passion*

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## Leaders make a difference

By Lt. Col. James Hetherington  
AFFOR commander

They say time flies when you're having fun. Sure enough, just yesterday I was a young officer in flight school and today I'm a commander with gray hair. I guess you can call me an "old guy", a.k.a. someone who's been in the military for a long time. As an old guy, the younger troops often ask me: "Why did you stay in the military/Air Force?"



Lt. Col.  
James Hetherington

I usually give the quick answer: "The Air Force keeps giving me good assignments." But as I think about these "good assignments" I realize they weren't good because of their location or because of the different type of job I was doing. They were good because I really enjoyed the people I was working with and for.

In truth, I am still in the Air Force due to the leadership I have worked for. It's all about the leadership. But what does that mean?

With thousands of books on the market explaining exactly how to become a great leader, you would think it an easy task. But everyone has horror stories either lived through, or told to us by someone close.

We all know the "careerist," only concerned about the future and making the next rank. True leaders put the unit before themselves. True leaders know their people and make sure their people are as happy as can be, sometimes at the commander's expense.

Then there are the famous "micro managers," who don't allow any decisions except their own. Micro managers usually don't even realize what they're doing, they just can't seem to trust their troops. They are so afraid of failure, they try to do everything themselves. These leaders sap the life out of each subordinate and eventually ruin the unit or squadron.

See Leader Page 7

## Chaplain's corner

# Being and doing

By Chaplain (Capt.) Rory Rodriquez  
JTF-B command chaplain

Many of us have watched the movie blockbuster "Forrest Gump." If my memory serves me correctly, one of the many classic lines Gump said was this one: "Stupid is what stupid does."

There is a principle that Forrest was stating here (believe it or not). The principle is the principle of "being and doing." In other words, we will do what we are; or if you like, as a man is, a man does. How true this is! Gump was not as stupid as people thought he was. He knew, applied and preached (proclaimed) this principle.

There is an inseparable relationship between this being and doing. I shall illustrate by using a common species of animal from the animal kingdom: a canine, dog or mutt.

Now why do most dogs bark at the post man or garbage truck, or when other dogs start up the neighborhood choir when things are nice and peaceful at midnight? Why is it that they cannot resist chasing a cat? Why do they love to be scratched and patted?

I will tell you why, because they are dogs – they have the nature of a dog. Dogs "do" all these things because that's what they are (the being a dog).

This "being and doing" relationship raises two fundamental questions:

1. What am I to be in this life? (the "being")
2. What am I to do in this life? (the "doing")

Most of us have probably addressed ourselves with these two powerful questions in our life – at least I hope you have. However, it's one thing to ask and it's another thing to know. We can find the answer to these two questions from this particular scripture according to the Holy Bible.

### What We Must Be

We read, "Blessed are the undefiled in the way, who walk in the law of the Lord" (Psalm 119:1). In this verse, we see what man must be: he must be "undefiled." To be undefiled means to be pure in heart or unpolluted. The resultant effect will be a man who is blessed – blessed in his heart, his mind and his will.

Now of course, you can flip the coin and just imagine what a defiled man must be like in word and deed. He is the complete opposite of the blessed man. It is of vital importance what we are to be in this world. What we are to be is how we are to live.

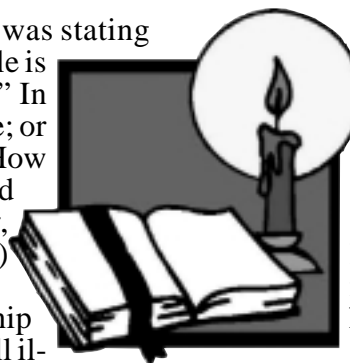
### What Am I To Do

What we are to do according to Psalm 199:1 is to "walk in the law of the Lord" or we are to walk according to the Word of God – the Holy Bible.

We are to find what God has to say on a particular issue at hand and act accordingly as he would have us to act or not to act. When man walks in the law of the Lord, he is a clean man.

He begins to hate whatever defiles his spirit, his soul, or his mind. When a man walks in God's law, he has discernment and judgment in what is good and what is not good.

Being and doing is the principle that we need to understand if we desire to be what God intends for us to be. This life principle of being and doing will affect you either negatively or positively. Which one do you prefer? For that is how you are living at the moment.



## The IGUANA

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## SUBMISSIONS

The Iguana is always looking for submissions. Any articles, photos or letters to be submitted to The Iguana should be sent to the PAO at [jorge.gomez@jtfb.southcom.mil](mailto:jorge.gomez@jtfb.southcom.mil) or delivered to the Public Affairs Office, Bldg. D-06. If you have questions about possible submissions call ext. 4150 or 4676 to talk to the editor.



### on the cover

Training for the Air Force Marathon, 1st Lt. Kellie Courtland, Sub Area Petroleum Office OIC and Food Service Officer, runs at least five miles a day.

Photo by Sgt. Jorge Gomez.  
For story and photos, see Page 6.



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# Photofeature

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## Reaching out



Photos by 1st. Lt. Anna Siegel

An Air Force pediatrician checks the heartbeat of a 21-day-old infant during a Medical Readiness Training Exercise in Cuesta de la Virgen, Honduras. Capt. (Dr.) Douglas Min, 355th Medical Operations Squadron at Davis-Monthan Air Force Base, Ariz., formed part of an 11-member team that provided

preventative medicine education, triage, general medicine and pharmaceuticals and dental services July 19 - 29. The 355th worked with Joint Task Force-Bravo's Medical Element, Joint Security Forces, Honduran military members and the Honduran Ministry of Health.



An Army nurse inspects a Honduran child's infected ear during a Medical Readiness Training Exercise in Cuesta de la Virgen, a village near Comayagua, Honduras. First Lt. Angela Wyatt, Medical Element, was the logistics coordinator for the 11-member Air Force team from Davis-Monthan AFB.



A Honduran dentist prepares to apply a sealant to a local youth's tooth during a Medical Readiness Training Exercise July 15-30. Dr. Karina Ferrufino worked alongside an 11-member Air Force medical team from Davis-Monthan AFB, to provide medical care to more than 5,000 people in 7 villages near Comayagua, Honduras.

## Moving out?



If you are leaving Soto Cano Air Base and would like to buy, sell or give away items to a fellow service member, submit an announcement to the *Iguana* for publication. E-mail [jorge.gomez@jtfb.southcom.mil](mailto:jorge.gomez@jtfb.southcom.mil).





Honduran paratroops jump into Trujillo July 23.



Teson trainees ride a CH-47 Chinook 100 miles from Soto Cano Air Base to Trujillo to conduct an airborne



Master Sgt. Wilfredo Urquia, Army Forces S-3 NCOIC, assists a Honduran trainee to rig his rucksack properly.

# Airbo

## JTF-Bravo supp

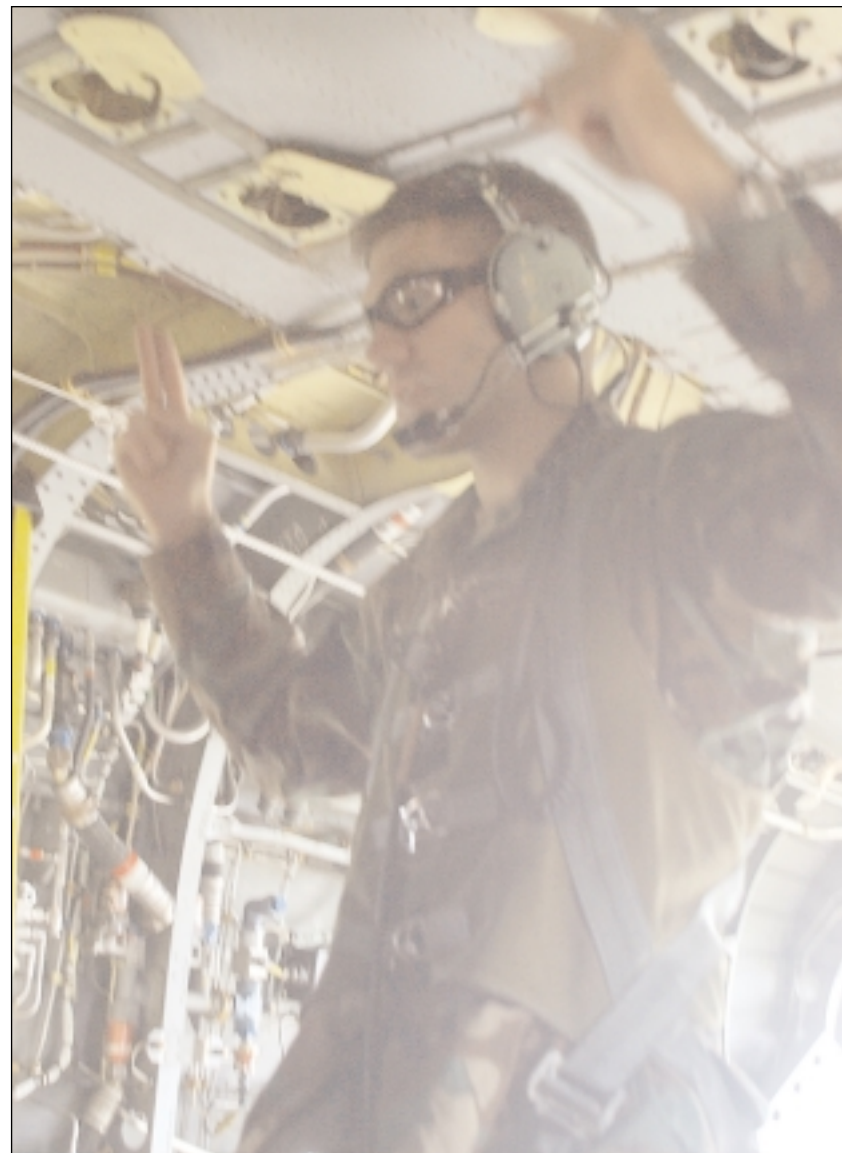
Midway through Honduras' toughest infantry course, 11 remaining soldiers rigged their rucksacks and weapons at Soto Cano Air Base July 23 – getting one step closer to earning the Teson tab. The static-line airborne operation marked the second phase of the 50-day course to become one of Honduras' elite fighting force.

With 228th Airborne Battalion Center, Trujillo, Honduras, not getting to eat





operation, supported by Army Forces and the 1st Battalion, 228th Aviation Regiment.



Jumpmaster 1st Lt. Michael Schulte, Army Forces, signals commands to Honduran airborne personnel prior to exiting onto William Walker Drop Zone in support of the Honduran Teson Course.

# rne Teson

## orts Teson Course operation

With the support of Army Forces, 1st Aviation Regiment and the 1st Battalion, 228th Aviation Regiment, a CH-47 Chinook flew the 11 trainees, from an initial of 30, to the coastal region of Trujillo, nearly 250 miles north of SCAB. The toughest part of the course for Honduran trainee 2nd Lt. Alan Posada is getting enough sleep and very little food.

But "it's personal pride that drives me to become a Teson," Posada said. "This will be a real test of achievement for me."

As jumpmaster of the operation, 1st Lt. Michael Schulte, ARFOR, was concerned with the safety of the paratroops, but as a Ranger he said he identified with their ambition "to succeed in their professional progression."

*Story and photos  
by Sgt. Jorge Gomez*



Lt. Col. Brian Pugmire, Army Forces commander, inspects a T10-R harness on a Honduran Teson trainee July 23.

# Airman runs for 26 miles

By Sgt. Jorge Gomez  
Editor

Television models and celebrities did not draw 1st Lt. Kellie Courtland to the passion of running. It was military bearing. Prior to enlisting in the Air Force, Courtland had to lose 12 pounds and remain in a weight program to stay below her maximum allowance. All through high school, the 175-pound student cared nothing about getting in shape.

"Image to me wasn't an issue, until about my second year in the Air Force," Courtland said. "It was then I noticed people who were disciplined, sharp and looked good in uniform."

The bearing projected by top Airmen inspired Courtland to take up running and get in shape. Her determination came to its sharpest focus when the former NCO joined the drill instructor ranks.

"Image was everything," she said. "I was the first person these trainees were looking up to as an example."

While other instructors rode bicycles along with their flights or stood and observed them, Courtland toughed it out and ran with her Airmen.

For six years, the Montague, Mich., native turned civilians into Airmen while she worked on her bachelors degree to attend Officer Training School.

In 2003, Courtland competed in her first marathon at Wright-Patterson Air Force Base, Ohio. That same year, she competed in two additional marathons in Athens, Greece, and Austin, Texas. Now she is completing the circle as she prepares for another 26.2-mile challenge at Wright-Patterson Sept. 18.

Courtland said she does not describe herself as a fast runner and doesn't intend to become one.

"It's not the competition that drives me," she said. "It's the satisfaction that comes with completing a marathon."

Since she arrived at Soto Cano Air Base June 8, Courtland has been training for the upcoming Air Force Marathon six days a week. On weekdays she runs five to six miles; Saturdays she runs three miles; and Sundays she runs 12 miles adding two-



Courtesy Photo

Prior to enlisting in the Air Force, 1st Lt. Kellie Courtland had to lose 12 pounds and enter a weight control program to stay below the maximum allowance. The photo was taken May 1990, four months before entering Basic Military Training.

mile increments each week. By the end of August, Courtland will be running 20 miles on Sundays.

The key to keeping up with such long distances is maintaining a comfortable pace, Courtland said.

"I don't make myself miserable by running hard at the beginning, my goal is not speed but distance," she said.

The best part about running as early as 4:30 in the morning is that, "No matter what kind of day I may have at work, I know I've accomplished something."

Ever since she discovered the life-changing power of running, Courtland has reached out to other Airmen who have trouble staying fit.

"I tell people that it's not a matter of taking up a fad diet. I stress to them that they can do it and remind them of how good they will feel about them-



Photo by Sgt. Jorge Gomez

When she isn't managing petroleum contracts, 1st Lt. Kellie Courtland is inspecting the food bar at the dining facility. Francisca Solis, dining facility cook, decorates the shrimp selection for the special meal of the month July 27.

selves once they see changes," she said.

Courtland encourages the Joint Task Force-Bravo community to participate in the Air Force Marathon, which is beginner friendly, she said.

The marathon has a lot of built-in motivators to keep people going. A station at every mile marker provides refreshments, music or motivational cheering.

"It's perfect for people who have never run a marathon," Courtland said.

For more information on the Air Force Marathon, contact Courtland at extension 4141, e-mail [kellie.courtland@jtfb.southcom.mil](mailto:kellie.courtland@jtfb.southcom.mil), or visit <http://afmarathon.wpafb.af.mil/>.

Courtland is the Sub Area Petroleum Office officer-in-charge and the Food Service Officer.

## What do you hope to accomplish at JTF-Bravo?



"To complete more college courses, get promoted and coach the Joint Security Forces team to win the flag football title."

Senior Airman  
Brandon Guardiola,  
Joint Security  
Forces



"To see as much of Central America as possible and to learn all I can about the medical field."

Army Staff Sgt.  
Wendy Roehr,  
Medical Element ad-  
ministration



"To stop smoking, improve my physical condition and seek additional challenges within my career field in the Air Force."

Tech. Sgt.  
Charles Sharp,  
Air Force Forces civil  
engineering



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## News

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**Maj. Jeanette Sanz, Medical Element pharmacist, teaches civilian personnel at the Honduran Air Force Academy how to perform cardiopulmonary resuscitation. Capt. Michael Chambers, MEDEL physician assistant, demonstrates the chest thrust on a dummy.**

# Saving a life

*MEDEL providers teach Hondurans CPR*

**By Sgt. Jorge Gomez**  
Editor

Two members from Medical Element instructed civilian personnel at the Honduran Air Force Academy how to provide aid in emergencies July 20.

Maj. Jeanette Sanz, clinical pharmacist, and Capt. Michael Chambers, physician assistant, gave first hand demonstrations on the heimlich maneuver, rescue breathing and cardiopulmonary resuscitation.

The class was targeted to secretaries of the academy because they are the ones who have little or no training in CPR, said Honduran Sgt. Maj. Victor Martinez, department head of nurses for the academy, who coordinated the event.

"In emergencies where medical personnel aren't available, the average person needs to respond to a person who is choking or isn't breathing," Martinez said.

CPR is especially important to Sanz, whose life was saved by a stranger who used CPR when she was in an accident in 1994.

"Ever since the accident, I was determined to learn CPR and teach as many people as possible," Sanz said.

Throughout the hour, Chambers said he noticed that some were confused about the procedure.

But he stressed to them, "the important thing is that you do something."

At the end of the class Yahaira Alvarado, secretary, said she was happy to learn these life-saving techniques.

She referred to a recent case where a 2-year-old baby in Tegucigalpa died from choking on the seed of a tropical fruit.

"If someone knew how to do infant first aid, that baby would still be alive," Alvarado said. "I'm glad I know what to do."



*Photos by Sgt. Jorge Gomez*

**Capt. Michael Chambers guides a Honduran secretary to properly hold her hands together and thrust down on the victim's chest.**

## Leader

From Page 2

I think of a good friend's advice. "As a commander, you should always share success and own failure." It seems so simple. That's the way it should be. If your unit fails a certain task, falls on its face, the commander should take responsibility. Yet we find so many leaders afraid of even the smallest failure.

Sometimes, small failures will help you win the bigger battle. Small failures can help a leader/thinker open his eyes to something new. Sometimes, letting your younger troops taste a small failure can groom them into better leaders for the future.

Never fear failure so much that you are unable to accept any risks. If you are afraid of risks, you are destined to mediocrity.

Leaders also need to be compassionate. Sometimes firm, but always compassionate. Great

leaders recognize significant emotional events, then reach out to provide as much support as possible.

Finally, leaders should lead from the front. Leaders need to learn as much as possible about the mission, and about the people, so they can be out in front, guiding the unit.

Talented leaders lead. They are out in front in all they do and they don't shy away from the tough assignments or missions.

My wise friend also said, "While many leaders have a few of these traits, the great leaders – the ones who keep you in the military – have all of these good ones and none of the bad."

Now, I can't look into the future. I can't foresee many of the challenges we'll face here at Joint Task Force – Bravo, or in the military in general.

But I can tell you that my intent as the AFFOR commander is to allow each of my Airmen to excel in his or her specialty. I need all of you to set goals and work hard to accomplish these goals.

Don't be afraid of taking some risks. I will not be a micro manager. I am entrusting you to do your job, what you get paid to do.

If you do your job to the best of your ability, I will do my best to get you the rewards you deserve.

If you see something you can fix, go and fix it. Do what is right, even when nobody is looking. If you know another unit is understaffed and you have some spare time, volunteer to help out. You will be amazed at what we can accomplish if we do it together.

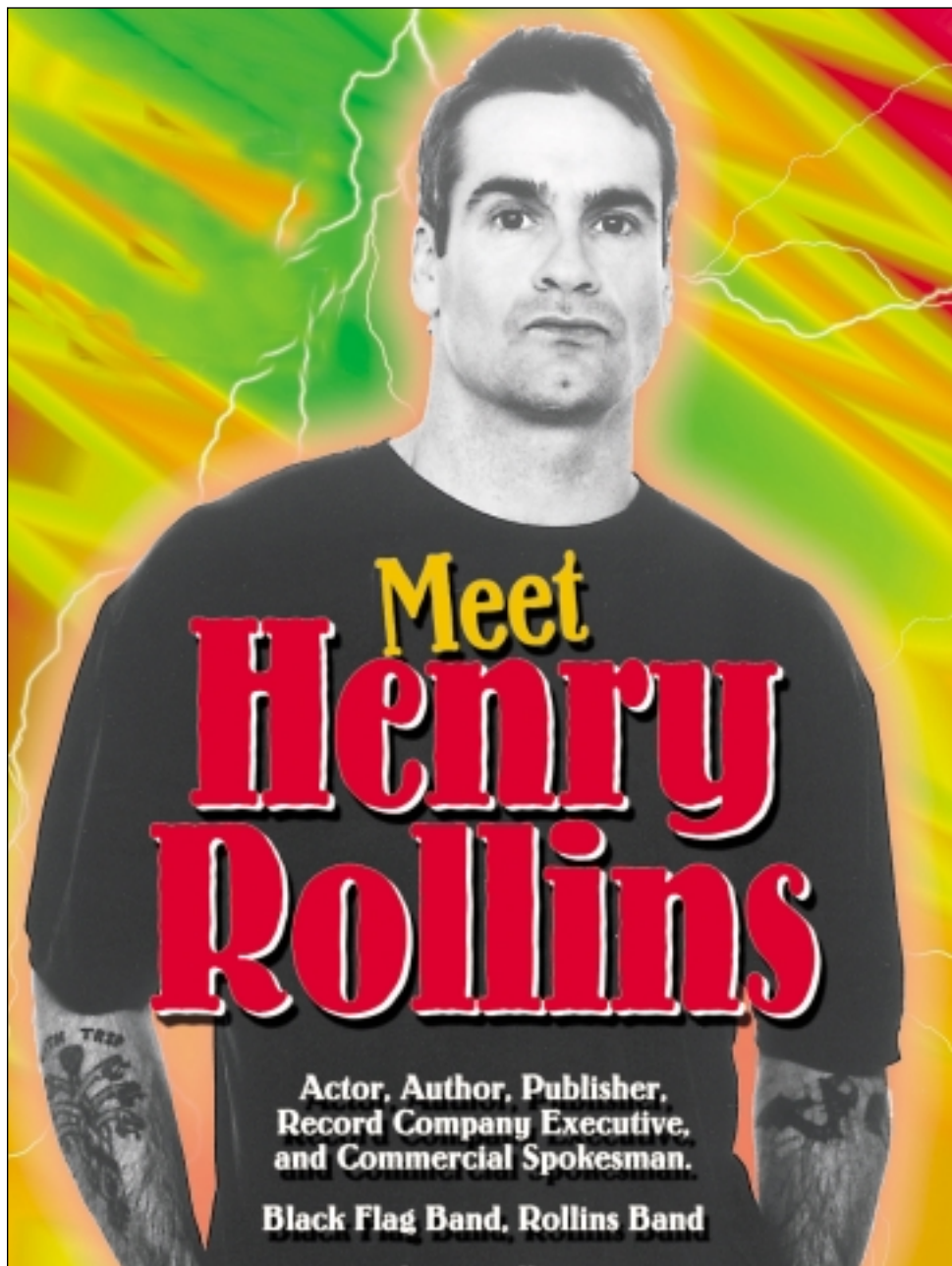
In the short time I've been here, I've only seen very talented Airmen and Soldiers. JTF-Bravo is made up of incredibly talented individuals who have inspired those around them.

The teamwork here is an amazing sight. I look forward to leading the 612th Air Base Squadron for the time it is entrusted to me. I look forward to the challenges that lie ahead and working on the JTF-Bravo team.



Courtesy photo

Redskins Cheerleaders to stomp Soto Cano  
at the Oasis Aug. 23 - 25, 7 - 10 p.m.



Courtesy image

# Rollins rolls in

Henry Rollins has appeared in films including Johnny Mnemonic (1994), Heat (1995), Lost Highway (1996) and House on the Hill (1999). He appears in

films soon to be released The New Guy, Scenes of the Crime and Past Tense. His discography includes series in Black Flag and Rollins Band albums.

**Aug. 11**

11:30 a.m. at the dining facility  
7 p.m. at the theater  
8:30 p.m. at the Recovery Room

**Aug. 12**

4 p.m. at BX/PX  
9 p.m. at Rally Point